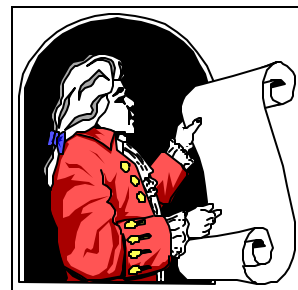


SECTION A. INTRODUCTION

Welcome to the world of CDBG! You are about to enter a wonderful experience filled with self-fulfillment, hard work and accomplishment. All the effort you will put into this project will be worth it when you see the end result. With the approval of your final application you are ready to execute your contract (Chapter 3) and start on your project.

Before you begin remember the most important attribute you bring to this project is your attitude. If your attitude is “I don’t want to do this!” or “Why do I have to do all of these ridiculous requirements!” We suggest that right here and now, adjust your attitude. How about this attitude? “OK, fine, I’m here and I do want the project to come out well so I will do all of the tasks given in accordance with the guidelines as thoroughly and quickly as possible and try not to cut any corners and be done with it!”

The latter attitude will help make managing a project a lot more positive. There are a lot of resources available to assist you in accomplishing this project according to the rules and regulations. First, you have this book! Then you have the AOG staff and the state staff. Use them all regularly. Call whenever you have a question. The state staff will return your calls. There are thousands of people who have successfully completed projects. Call some of your peers for suggestions on how to do something of which you may be unsure. This manual has been developed to assist you in every phase of project development. It can only help if you use it! The other important key to successful project completion is getting started on the project and completing it as quickly as possible! Please do not wait until you have forgotten the things you will read about and learn in this document and at the training session.



You are now starting on the most exciting part of the process, that of actually constructing something or otherwise doing your project. You have our total support in this effort and together we can successfully make your project one of the best that has ever been done. OK, why are you still sitting there? Go get that contract and get it executed, as that is the very first thing you need to do.

The 2002-2003 program year will be the **21st** year that the Governor of the State of Utah has elected to administer the Small Cities CDBG Program whose purpose is "to assist in developing viable urban communities by providing decent housing, a suitable living environment and expanding economic opportunities, principally for persons of low and moderate income."

The Utah CDBG Program is based upon local project development, review and prioritization by city and county elected officials, rather than the state dictating directions and making decisions on the basis of state priorities. This process provides for maximum involvement of the public through the establishment of local priorities by local governments that are consistent with general state and federal goals.

1. FEDERAL AND STATE REQUIREMENTS

As you begin to better understand the CDBG program, you may be surprised at the number and complexity of applicable laws attached to the use of these resources. While each of us can identify particular requirements that we believe are unnecessary and may impede timely completion of program activities, the state and federal rules represent a generally accepted set of guidelines with which public assistance must adhere. If we follow these guidelines we can avoid conflicts of interest and waste, fraud or abuse in connection with expenditure of public funds. At the same time we will mitigate negative environmental impacts and guarantee that construction workers are paid a fair wage for the work that they do on these projects. We will also guarantee equal benefit regardless of race, income, national origin or disability. We legally are obligated to know and adhere to the program requirements in the delivery of CDBG projects to our constituents.

More often, it is not the principles involved, but the extensive web of procedures and paperwork that local officials find discouraging. However, experience has shown that local officials have been the primary

beneficiaries of these procedures. This has been particularly true in terms of legal challenges to CDBG activities. For example, by following generally accepted procedures of competitive awarding of construction contracts, the Grantee greatly reduces the possibility of a legal action taken by potential bidders who may have been excluded. Adherence to these rules and regulations will avoid delays or disruptions in the timely commencement and completion of your project. It also guarantees the lowest possible cost of the project.

The state staff recognizes that the number of federal requirements has increased over the years of program operation. The staff has made a concerted effort to keep them to a minimum. Staff continues to emphasize administrative simplification and reduction of paperwork in light of these changes. You may notice that this year this handbook is smaller than last year, but still contains the necessary requirements. The state staff will ensure that administrative requirements placed on Grantees are only those that are required by statute or regulation. Local record keeping requirements will be limited to only those things necessary for the state to perform its monitoring function.

Over the years of program operation the state has perceived needs that can be addressed with limited rules and procedures. The intent of these rules is to promote better final products i.e., mandatory design by a registered engineer or architect as applicable. There are certain other state laws that are applicable to this program. This training manual and exhibits summarizes the simplest methods to comply with the federal rules and regulations found in the Community Development Act as amended, and all "other applicable laws."

2. CDBG PROJECT MANAGEMENT TRAINING

The State of Utah, Division of Community Development, maintains the responsibility for program development, threshold eligibility determination and compliance monitoring of Grantee activities. The state desires to assist each grantee negotiate the varied program requirements successfully so that their auditors and the state as well as HUD itself, are all satisfied that each project was done consistent with the regulations and statutes. Therefore, it is necessary to establish a system for project management that will allow the State to meet its monitoring and reporting responsibilities. It is also the states responsibility to attempt to simplify and streamline the manner in which grantees accomplish these objectives.

The procedures described in this manual and during training are designed to serve several purposes.

- a.** Allow the state to meet its responsibility for ensuring grantee compliance with all federal and state laws governing the use of CDBG funds.
- b.** Provide a management system to assist the grantee and the Division of Community Development (DCD) to perform program functions.
 - 1) Determine project progress
 - 2) Request and release grant funds
 - 3) Formally closeout the completed activity.
- c.** Management system will make grantees aware of the entire range of documentation needed to ensure compliance. If documentation is provided in accordance with the direction in this handbook then problems will be avoided in any audit or monitoring.

3. MANUAL AND TRAINING FORMAT

This program management training material is organized based on the chronological flow of management responsibilities by the grantee. By following the guidance in this way, we hope to familiarize the Grantee with what to do first, successively through to the completion of the project.

The handbook has a narrative section verbalizing what needs to be done and then provides copies of actual forms and letters, etc. to complete the requirement. (Exhibits)

Initially, the handbook discusses execution of the contract. Actual pages of the contract are included as a reference, so that the grantee will know where to start, and includes instructions on how to complete the other various requirements. Generally, the responsibilities include these general categories; financial management, the preparation of an environmental review record, labor standards, civil rights laws, acquisition and relocation laws, audits, monitoring, and the close out process. The state requirements include the establishment of local project control, reporting, monitoring requirements, time-frames, and contract execution.

Hopefully, this book will also provide grantees with immediate access to all detailed information they need to accomplish their project. Please take the time to become familiar with this book. It is our hope that the Grantee will continue to reference the information in it continuously throughout the life of the project. There may be a significant period of time lapsed between the workshop and when the project actually proceeds. These resources will help remind the administrator what needs to be done, when it should be done and how to do it, whenever it is needed and whatever the stage of the project.

4. TECHNICAL ASSISTANCE

For assistance in managing your CDBG grant or for questions regarding your project, please contact any of the following State personnel or **visit our web site at www.utah.org/cdbg**.

STATE COMMUNITY DEVELOPMENT DIVISION		
Division of Community Development		
324 S State, Suite 500		
Salt Lake City, UT 84111		
Toll Free 877-488-3233		
www.utah.org/cdbg		
NAME, TITLE & PHONE NUMBER		E-Mail
Cheryl Elliott - Program Specialist /Environmental (Mountainland AOG, Five Co. AOG) 538-8729		celliott@utahgov
Keith Heaton - Program Specialist/ED/Acquisition (Wasatch Front Regional Council, Southeastern ALG) 538-8732		kheaton@utah.gov
Glenna Matekel - Program Specialist/Labor (Bear River AOG, Uintah Basin AOG, Six Co. AOG, Tooele Co.) 538-8724		gmatekel@dcad.state.ut.us
Kimberley Schmeling - Budget & Accounting Officer 538-8727		kschmeli@dcad.state.ut.us
Art Peterson - Accountant 538-8728		apeterso@dcad.state.ut.us
Michelle Lea - Program Manager, Housing 538-8885		mlea@dcad.state.ut.us
Michael Johnson - Program Manager, Weatherization 538-8657		mjohnson@dcad.state.ut.us
Richard E. Walker - Senior Manager/Revolving Loans 538-8730		rwalker@dcad.state.ut.us

